



# KC-46 Source Selection & Peer Review Lessons Learned

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**I n t e g r i t y - S e r v i c e - E x c e l l e n c e**



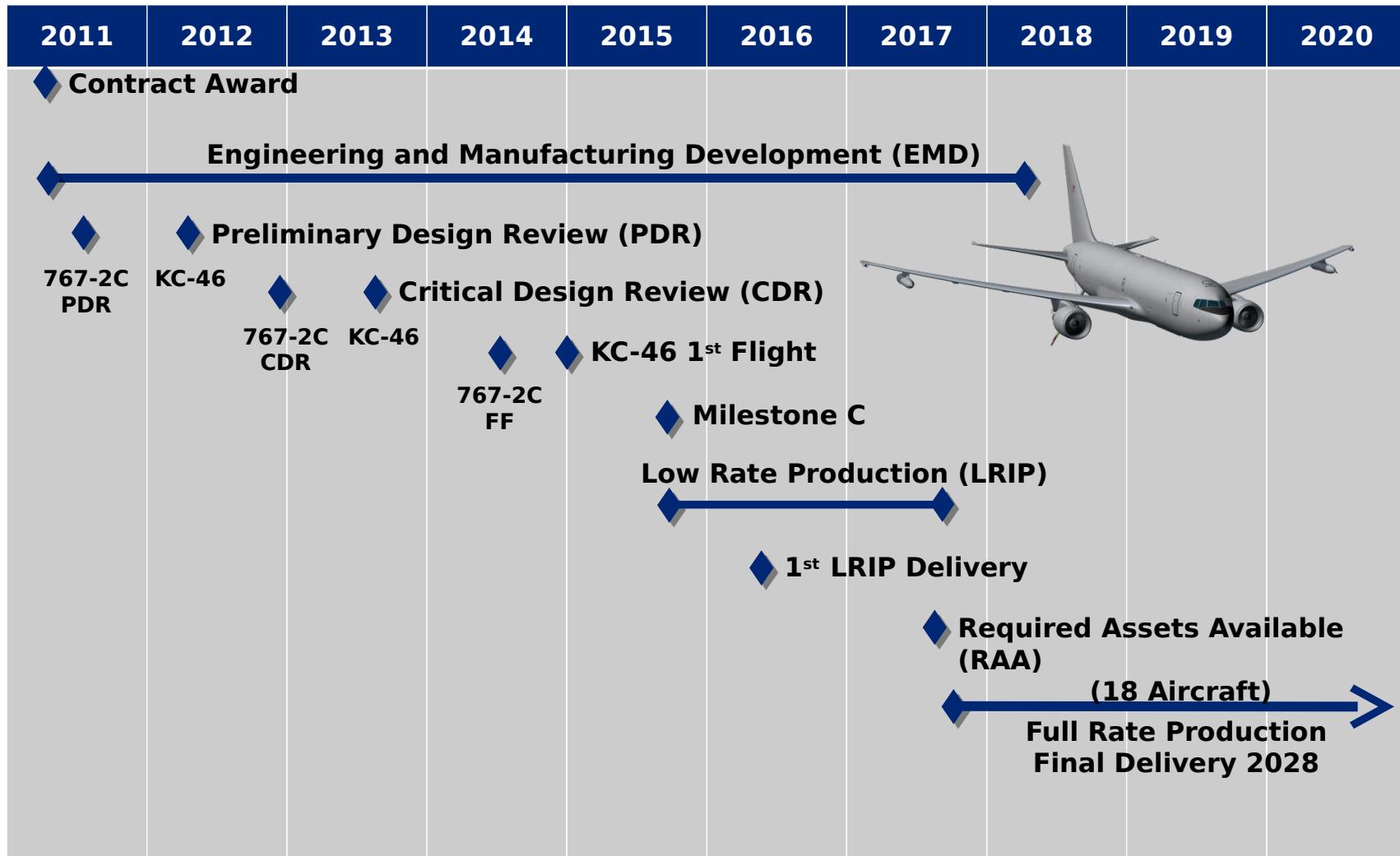
# Program Of Record

- 179 tankers to begin replacing fleet of 416 aging KC-135 tankers
- Multi-role capability - air refueling, cargo, passenger and patient transport
- Contract award 24 Feb 11
  - Delivery of 18 tankers by 2017
  - Production ramp up to 15 tankers per year
  - Production concludes in 2028
- KC-46 built in Everett factory, with finishing and final delivery in Wichita, KS
- Boeing Program Office located at Everett, WA
- Air Force Program Office located at WPAFB, OH
  - Numerous Teammates
    - DCMA
    - Global Logistics Support Center (GLSC)
    - 3 AF Depots
    - FAA Military Certification Office (MCO)
    - 412 TW, Edwards AFB--Responsible Test
    - AMC, AETC
  - Organizations (RTO)  
*Integrity - Service - Excellence*





# Key Milestones





# Key Features

## MULTI-ROLE CAPABILITIES

- Air Refueling, cargo, passengers, patients
- Roll On Beyond Line of Sight (ROBE) capability



## CENTERLINE DROGUE SYSTEM

- 400 gpm offload; Refuels all probe receivers

## STEREOSCOPIC CAMERA SYSTEM

- High resolution cameras for situational awareness
- 185 degree field-of-view

## SHELL PROTECTION

- Cockpit armor
- Fuel tank ballistic protection
- Chemical / Biological operations
- Electromagnetic Pulse hardening

## PW4062 ENGINES

- 62,000 lbs thrust
- 120 kVA generators

## AERIAL REFUELING OPERATOR STATION

- Dual controls and displays

## RECEPTACLE

- 1,200 gpm onload
- Based on C-17

## DIGITAL GLASS COCKPIT

- 787 15" pilot displays
- Net Ready

## DEFENSIVE SYSTEMS

- IR Countermeasures
- RF Warning
- NVIS Lighting



# Multi-Role Capabilities



## CARGO PALLET S

KC-46A

18

KC-135 6

## PASSENGERS

KC-46A

114

KC-135 53

## AEROMEDICAL EVACUATION PATIENTS

KC-46A

24 Litter/ 34 Ambulatory

58

KC-135

44

157'8"

136'10"

KC-46A  
KC-135

165'6"

136'3"

Tail Height  
KC-135 - 41'9"  
KC-46 - 52'10"



# Lessons Learned

## Red Team Background

- Combined Two Processes
  - OSD Peer Review (DPAP)
  - AF MIRT (SAF/AQC)
- Very Senior, Very Joint
  - 20+ members from OSD, Air Force, Navy and Army
- Tanker Legacy (Lease, KC-45) Necessitated “Unique” KC-46 Documentation
  - Oversight laborious, but necessary to protest-proof KC-46
  - Unprecedented documentation (178,151 page Agency Record)
  - KC-46 Red Team went deeper than your average review team
- 5 Reviews
  - Pre-RFP Strategy (Apr 09)
  - Initial Proposal Evaluation (Sept 10)
  - IFARA Disclosure (Nov 10)
  - Pre-Final Proposal Evaluation (Nov 10)
  - Final Proposal Evaluation (Jan 11)



# Lessons Learned

## Red Team Lessons

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- “Red Team” Was An Efficient and Effective Combined Process
  - Reduced the “OSD vs. AF” dilemma
- Red Team Output Was Critical To Successful Source Selection
  - Ensured “we did what we said we were going to do”
  - Red Team actually sat down with evaluators
  - Adjudication / documentation of disagreements
- Red Team Reviews Complemented SSAC Reviews
  - Red Team reviewed documentation, SSAC reviewed evaluators’ judgments
- Important to Time and Sequence Reviews For Them To Be Effective
  - Phase complete = documentation complete, then review
  - Red Team should review documentation before SSAC reviews in each phase
    - But final Red Team review after SSA decision (final decision documents)
- “Drop Boxes” Expedited Reviews
  - Permitted remote (non-WPAFB) review of sensitive documents
  - Senior leader calendars: allowed advance prep, shorter visits



# **Lessons Learned**

## **Acquisition & Source Selection Strategy**

- Competition works
  - Significant savings for DoD and Taxpayer
  - Build competitive “options” into your acq strategy
    - Aircrew and MX sims
    - SIL
    - 3<sup>rd</sup> party modifications
    - Extensive up front procurement of data rights/licenses
- Hold contractors accountable to their proposal
  - Fixed Price Incentive Firm (FPIF) EMD contract, evaluated at ceiling
  - All 13 production lots priced (FFP & NTEs)
  - Fuel burn, H clause



# Lessons Learned

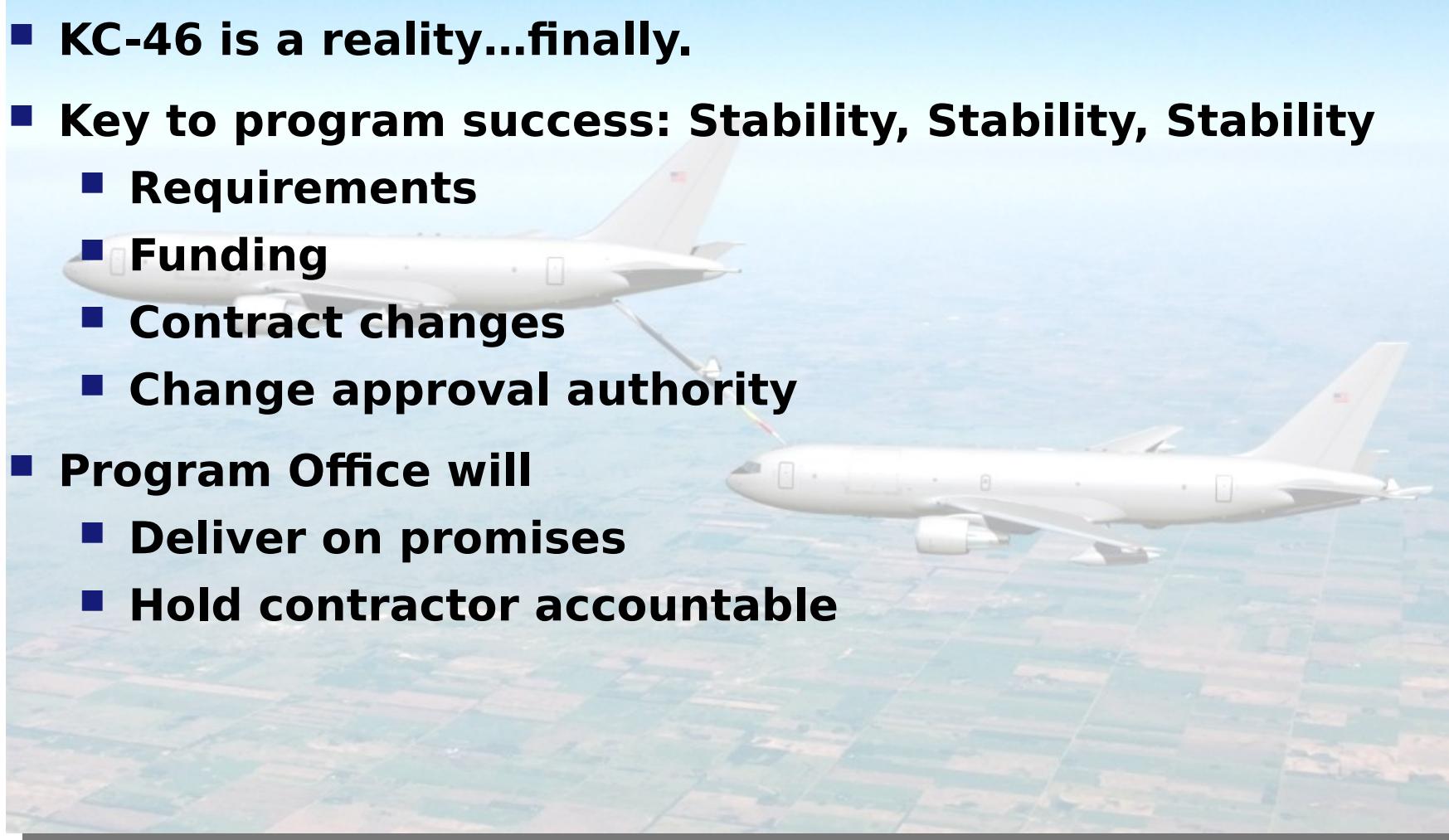
## Source Selection Execution

- Keep source selection strategy simple
  - Mandatory requirements
  - Objective -vs- subjective and Pass/Fail criteria
  - Measure only what is important or a discriminator (MILCON, no life cycle costs)
  - System Specification -vs- System Requirements Document; Statement of Work -vs- Statement of Objectives
  - Pre-source selection training (EZSource, MILCON, “Red Flag”, tech writing)
  - Documentation (legal, contracting, and tech writer reviews)
- Plan for future efficiencies (should cost -vs- will cost)
  - VIQ matrices for production and ICS
  - Commercial parts pool
  - Engines and LAIRCM breakouts
- Use expertise across DoD



# Summary

- KC-46 is a reality...finally.
- Key to program success: **Stability, Stability, Stability**
  - Requirements
  - Funding
  - Contract changes
  - Change approval authority
- Program Office will
  - Deliver on promises
  - Hold contractor accountable





# Back-Up

